

Poverty Reduction by Increasing the Competitiveness of Enterprises (PRICE)

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ACRONYMS AND ABBREVIATIONS

ATDP	Agro-based Industries and Technology Development Project
AFL	American Federation of Labor
BFFEA	Bangladesh Frozen Foods Exporters Association
BFVPEA	Bangladesh Fruits and Vegetables Producers and Exporters Association
BMET	Bureau of Manpower, Employment, and Training
BSFF	Bangladesh Shrimp and Fish Foundation
BSC	Business Service Center
BTC	Bhairov Training Center
BLSC	Bangladesh Leather Service Center
BCLT	Bangladesh College of Leather Technology
CIO	Congress of Industrial Organization
CIDA	Canadian International Development Agency
CEO	Chief Executive Officer
COP	Chief of Party
DMBBS	Digarkanda Motsapona Baboshai Bohumukhi Somity
DoF	Department of Fisheries
DD	Deputy Director
DBE	Din Bijoy Enterprise
EF	Extension Facilitator
EU	European Union
FIQC	Fish Inspection and Quality Control
GHERS	Greater Harvest for Economic Returns in Shrimp
GOB	Government of Bangladesh
GDP	Gross Domestic Product
GSP	Generalized System of Preference
ILO	International Labor Organization
ITC	International Trade Center
ILAC	International Laboratories Accreditation
KRA	Key results area
LCDF	Local Currency Development Fund
LFMEAB	Leather Goods & Footwear Manufacturers & Exporters Association
LSC	Leather Service Center
LEIC	Local Enterprise Investment Center
M&E	Monitoring and evaluation
MoC	Ministry of Commerce
MoFL	Ministry of Fisheries and Livestock
MOU	Memorandum of understanding
NGO	Non Government Organization
NABL	National Accreditation Board for Laboratories
PAMA	Policy Analysis, Monitoring and Assessment project
PCR	Polymerase chain reaction
PFPPA	Phulpur Fish and Prawn Farmers Association

PIR	Project intermediate results
PL	Post-larvae
PMP	Performance monitoring plan
PPP	Public-private partnership
PRICE	Poverty Reduction by Increasing the Competitiveness of Enterprises
PD	Project Director
QFL	Quality Feed Limited
RDF	Rakhaing Development Foundation
RMG	Ready Made Garments
SEDF	South Asia Enterprise Development Facility
SMEs	Small and medium enterprises
SSOQ	Shrimp Seal of Quality
SQSP	Shrimp Quality Support Project
STTA	Short-term technical assistance
SSS	Society for Social Services
TAPP	Technical assistance project proposal
TMUS	Trinomul Manobik Unnayan Sangstha
TOT	Training of trainers
TFFS	Trishal Fish Farmer Business Somity
TTC	Technical Training Center
USAID	U.S. Agency for International Development
USG	United States government
USD	United States dollar
USA	United States of America
USTR	United States Trade Representative
UK	United Kingdom
WFC	World Fish Center
WSSV	White Spot Syndrome Virus

1. BACKGROUND

Over the past two decades Bangladesh has achieved sustained economic growth; improved food security; reduced population growth and child mortality rates; registered gains in life expectancy, school enrollment and women's participation in the economy; broadened infrastructure networks, and expanded the role of civil society and democratic institutions. The seasonality and intensity of poverty have lessened. Land has ceased being the principal basis of power and status, labor markets have become more fluid and less hierarchical, and economic actors have become more market-oriented. Despite political unrest, workforce development challenges, and limited progress in overhauling the economy to improve competitiveness, economic growth exceeded 6 percent in 2007.

Serious challenges remain, however. Despite a successful election in December 2008, democratic institutions still require considerable development. Poverty rates remain high and pockets of intense poverty persist. Job creation falls short of the some 2 million new jobs needed annually to employ new labor market entrants. Equitable income distribution remains elusive, particularly for women and youth. Bangladesh's rank was low

and declining on the World Economic Forum's 2008/09 global competitiveness index (111th out of 134 countries; in South Asia, only Nepal ranked lower). It lags significantly behind chief Asian competitors such as India and China in infrastructure, education, and technology investments. Bangladesh scored poorly on the same index in institutional development, infrastructure, education, market efficiency, technological readiness, business sophistication, and innovation. The global financial crisis and competitive downturn will put further pressure on Bangladesh's economy as demand softens in primary markets around the globe.

PRICE Vision

The overall PRICE project vision is to infuse equity in the economic development of its three target sectors by working throughout the value chain to improve international competitiveness while simultaneously engendering a higher than average rate of income growth among the pro-poor target groups associated directly and indirectly with these sectors.

Business men and women in the Bangladeshi Diaspora have adapted quickly, adopting international standards and achieving success in many fields and geographic locations. The PRICE project aims to overcome the challenges presented above by tapping Bangladeshi entrepreneurial energy to create sales, job and income growth.

2. THE PRICE PROJECT

PRICE is a five-year USAID economic development project in Bangladesh, initiated in February 2008. Its goal is to reduce poverty by increasing competitiveness in the aquaculture, horticulture and leather products sectors. In the process, PRICE is expected to facilitate the creation of \$200 million in sales, 40,000 jobs and \$4 million in investment. PRICE activities are market-driven and seek to share the benefits of growth with women, young adults, farmers and SMEs. As a pro-poor project, a primary objective of PRICE is to

ensure that the poor and the other vulnerable groups of society receive the maximum dividend of its wealth creation effort.

2.1 The Project Approach

PRICE uses the value chain approach to evaluate and implement interventions in all three major focus areas: horticulture, aquaculture and the leather industry. This approach aims to convert the supply chains into value chains by increasing the competitiveness of sector players. In order to enhance business competitiveness, PRICE takes a systemic view in identifying, analyzing and addressing root constraints across the sectors, after which PRICE addresses these constraints to sector growth through various interventions. Initially, PRICE has identified bottlenecks in the following areas:

- Capacity-related constraints: The lack of skills and knowledge of entrepreneurs, farmers, workers and other sector players has led to sub-optimal productivity at various levels. Once these constraints are identified and analyzed, PRICE facilitates initiatives for capacity development by providing technical assistance and/or appropriate training.
- Access related constraints: Oftentimes limited access to information, inputs and output markets, institutional finance, etc. becomes a serious bottleneck for the growth of a sector. PRICE aims to address this type of constraint by facilitating linkage development meetings, information dissemination workshops, assisting key players to develop information flow systems, conducting market research, and holding seminars to disseminate findings.
- External and macroeconomic constraints: PRICE identifies requirements at the policy level to minimize the effect of these constraints and help create an improved enabling environment.

PRICE can partner with individual firms and associations facing specific constraints and facilitate solutions to realize opportunities and accomplish progress. The project's technical team helps identify buyers, organizes SME suppliers, facilitates access to finance, and – on a cost-share basis - arranges for training and technical assistance. The focus of PRICE in these partnership deals goes beyond the benefit of any individual entrepreneur or group of entrepreneurs, seeking to achieve growth and development of the sectors.

2.2 Project Operational Tools and Structure

The project implements its interventions through its own technical staff, hired consultants and/or subcontracts.

- a) Sector technical teams: There are three sector teams: one for aquaculture, one for horticulture and one for leather products. The sector teams have the primary responsibility for implementing the project activities and interventions. They take the lead in identifying the constraints and opportunities in their respective sector;

design and implement interventions to address the constraints, and take advantage of the opportunities to enhance the competitiveness most efficiently, effectively and equitably.

- b) Hired consultants: PRICE hires external consultants – both local and international – to do specific and specialized short-term assignments.
- c) Subcontracts: PRICE also subcontracts intervention responsibilities and project implementation responsibilities in specific geographic locations. At the moment PRICE has three ongoing subcontracts:
 - World Fish Organization has been subcontracted to implement the ‘Greater Harvest and Economic Return from Shrimp (GHERS)’ initiative, aimed at increasing the productivity of shrimp farming as well as enhance the quality of produce by introducing improved farming practices to over 2000 small shrimp farmers.
 - Winrock International has been subcontracted to operate the Khulna Business Service Center and implement interventions in the horticulture and aquaculture sectors, under PRICE supervision.
 - Bangladesh Shrimp and Fish Foundation has been assigned to create greater awareness and compliance with labor laws in processing plants, for which it has selected and is working with 10 pilot processing firms located in Khulna, Chittagong and Cox’s Bazaar.

3. SECTOR DEVELOPMENT ACTIVITIES

3.1 Aquaculture

Aquaculture is a relatively new sector in Bangladesh. It started in the early 80s and rapidly gained momentum. At present aquaculture constitutes about 49% of the fishery sector (the rest being open water fishery) and contributes more than 1.7 billion USD to the GDP of Bangladesh. Aquaculture continues to grow rapidly, having increased its participation in the fishery sector from 43.5% to about 49% in the last two years. Shrimp and finfish are the two major components of aquaculture in the country. While the shrimp-culture is done in the coastal belts, finfish farming is done in the inland sweet-water bodies like ponds, beels and haors (natural depressions, oxbow lakes, estuaries etc). Shrimp farming involves 600,000 jobs and is a major export earner for Bangladesh, while finfish farming involves over three million jobs and serves mainly the domestic market. Despite having huge potential, both components are facing challenges in optimizing their respective growth potentials. After careful analysis and conducting a series of workshops and meetings with stakeholders, PRICE has developed strategies and interventions specific to each of these components, designed to increase their competitiveness.

3.1.1 Shrimp

After garments, shrimp products are the highest export earner for the country, registering about \$500 million in the 2007-08 Bangladesh fiscal year (July-June). Its main destinations are the high-end consumer markets of Europe and the United States. These countries have stringent quality specifications especially for importing food items. Maintaining hygiene and food safety standards is therefore a prime issue for the shrimp subsector. Another important issue for export market access is compliance with labor laws. 2008 and 2009 have been eventful years for the shrimp sector. They included a dramatic fall in the international price due to the global economic downturn; the rejection of 20 shipments by Europe in just the first quarter of 2009, on the ground of the presence of nitro-furan, a toxic antibiotic, and the allegation by the AFL-CIO that child labor rules were being violated. These challenges, coupled with low farm level productivity due to high mortality from white spot syndrome virus (WSSV) and widespread practice of age-old rudimentary farming methods, have put the industry in a precarious situation.

In June 2008 PRICE held a day long stakeholders workshop at Lakeshore Hotel in Dhaka, which was attended by key industry players, SME entrepreneurs, renowned aquaculture specialists, representatives from Bangladesh Frozen Food Associations, BSFF, Ministry of Fishery and other relevant GOB agencies like DOF and EPB. After analyzing the workshop findings, the PRICE technical team sat with key industry players in one-to-one meetings to validate the findings and set its strategy of targeted interventions to address the issues and enhance the competitiveness of the sector. Accordingly, the following initiatives were undertaken:

a) Strengthening the FIQC Lab

After the rejection of several shrimp consignments from Bangladesh by Belgium and other EU member states, on the ground of presence of nitrofurans, the Ministry of Fishery and Livestock formed a six-member working group in October 2008 to analyze the underlying causes and suggest solutions to the problems. The members of the group were:

1. Parikshit Datta Choudhury, Joint Secretary Fishery (chairman of the group)
2. Khandaker Habibur Rahman Badal ; Galda PD (Member Secretary)
3. Chief Veterinary Officer
4. Dr. Mahmudul Karim, from BSFF
5. A representative from Bangladesh frozen food association
6. DD Quality Control

The group invited PRICE and other donor projects working with the shrimp sector to join their meetings with observer status in early November. Since then PRICE has been working with the group closely, participating in every meeting and supporting their initiatives.

In early October the EU Commission surprised most stakeholders by announcing that a food safety delegation would be coming to Bangladesh in November and that a ban on the importation of shrimp - similar to the one instituted in 1997 - was a strong possibility. In response, PRICE, after discussions with the working group, met with representatives at the EU office in Dhaka to identify immediate priorities for project assistance that would instill greater confidence in the industry and, particularly, in the performance of the authorities responsible for the control of residues in aquaculture products.

Within 30 days PRICE mobilized two international experts, Dr. Barbara A. Rasco and Dr. Gleyne Bledsoe, to deliver a EU food-safety training to 38 FIQC lab and field staff. The course was held from November 1 to 6 and contributed to bolster FIQC capacity before the European delegation arrived, later that same month. A total of 38 lab master technicians were trained, and the multiplier effect is expected to reach around 100 staff in 2009.



“From the faces of the trainees I can see this training was a real success and we can face the EU delegation with confidence.” — Syed Ataur Rahman, MoFL Secretary

“This was a tremendous training, greatly helping FIQC, unveiling many things related to food safety to lead us towards the right direction of proper testing.” — Training participant Mr. Kodor, Senior Inspector, FIQC, DoF

PRICE has agreed to continue assisting the FIQC Dhaka lab to achieve the highest standards, so as to comply with international market requirements particularly in Europe and the United States. For this reason, Dr. Barbara Rasco is scheduled to return to Bangladesh in May 2009 in order to provide technical assistance to the FIQC on methods verification and ISO 17025 certification, as well as to conduct a series of additional advanced courses for FIQC technicians on microbiological and chemical analysis.

b) Establishing a regime for improved labor practices

The shrimp industry of Bangladesh faced a critical test when the Solidarity Center (*American Center for International Labor Solidarity*, affiliated with the American Federation of Labor -AFL and the Congress of Industrial Organization -CIO) released a controversial 40-page report titled *The True Cost of Shrimp*, on April 23, 2008. It was a strong indictment of labor practices at shrimp processing plants in Thailand and Bangladesh. The center also filed a petition with the United States Trade Representative (USTR) demanding the removal of Bangladesh from the list of beneficiary developing

countries of the Generalized System of Preference (GSP), on the ground of supposed violation of labor laws in the processing factories. A hearing was held at the USTR in Washington D.C., after which the USTR decided to keep Bangladesh shrimp sector under observation.

One of the main commitments that influenced USTR not to take any negative measure was that Bangladesh would take immediate steps to create awareness among the shrimp processing plant operators on the provisions of Bangladesh Labor Law 2006.

In order to promote such awareness and improve industry norms for labor compliance, PRICE subcontracted the Bangladesh Shrimp and Fish Foundation (BSFF), which had already done some work on this issue. The subcontract, signed in December of 2008, requires that BSFF reach an agreement with ten leading shrimp processing plants in order to establish them as model firms with respect to total compliance with labor standards, as set out in Bangladesh Labor Law 2006. Working in coordination with the Bangladesh Frozen Foods Exporters Association, ten firms agreed to participate in this pilot program of labor compliance, which includes a review of their labor-related procedures as well as labor standards compliance training.

The companies participating in this pilot program are:

In Khulna

- Sobi Fish Processing Ind. Ltd.
- Rupsha Fish & Allied Ind. Ltd.
- Fresh Foods Ltd.
- National Sea Food Ind. Ltd.
- Jalalabad Frozen Foods Ltd.
- Atlas Seafood Ltd

In Chittagong

- Ark Sea Foods Ltd.
- Fish Preservers Ltd.

In Cox's Bazar

- Kuliarchar Sea Foods (C'Bazar) Ltd.
- Meenhar Fisheries Ltd.

Preliminary work has begun with these companies, identifying and analyzing their documentation related to the observance of labor legislation. Once the findings for each of the factories is complete, recommendations will be formulated to improve procedures related to labor compliance, and training materials will be prepared to impart courses to workers, managers and owners.

c) Promoting improved farming practices among smallholder farmers

Greater Harvest and Economic Return from Shrimp (GHERS) is a PRICE initiative to improve shrimp and prawn farming methods in Bangladesh. It is being implemented by World Fish Center (WFC), an international research center specializing in fisheries and related aquatic resources, for a 15 month period effective from September 2008. The key objective of the initiative is to increase the productivity of shrimp farming through strengthening players within the value chain. GHERS considers the shrimp depot as the key leverage point within the shrimp value chain and directly supports them with technology and personnel for building their capacity to integrate the stakeholders, particularly for ensuring the transfer of technical knowledge and skill to farmer groups.



GHERS has a mandate to promote the technology developed within two previous USAID projects, viz. Shrimp Seal of Quality (SSOQ), implemented by ATDP II and Shrimp Quality Support Project (SQSP), implemented by WorldFish Center for enhancing farm level productivity. In addition, GHERS will also provide assistance to smallholder farmer groups with synchronized harvesting. The quantity produced by any individual smallholder farm is quite small and lacks economies of scale, resulting in increased transaction costs and reduced competitive advantages. GHERS will assist the groups to organize and coordinate timely harvesting and bulk supply of shrimp to depots. The volume enhances their bargaining strength, price and profitability.

GHERS has been partnering with the following six depots to carry out its interventions:

Name	Location
Renaissance Enterprise	Chitolmari Bagerhat
M/SSarker Enterprise	Bagerhat Sadar
M/SPrime Fish	Kachua, Bagerhat
M/SZiko Fish	Paikgaccha, Khulna
M/S Janata Fish Traders	Paikgaccha, Khulna
Padma Fish	Kaliganj, Shatkhira

Each of the depots appointed two extension facilitators (EF) who received a 4-day foundation training and a TOT on shrimp culture. The key objective of the training was to develop capacities of EFs on improved shrimp farming technologies and extension facilitation activities. The EFs have also been provided with field based hands-on training on GHERS monitoring and survey activities, as well as data collection methods and techniques. The trained EFs then mobilized 2,752 smallholder shrimp farmers into 116 groups (each group constitutes 23.7 farmers in average). The extension facilitators disseminated the knowledge and skill on improved shrimp farming techniques to 1650

farmers in 534 meeting/training sessions. Below is a summary of training activities in GHERS:

Type of Training	Category	Participants Profession	N° of Events	Time Frame/Dates	Gender		Total
					Male	Female	
Gher/pond preparation	Productivity	Depot Owners/staff	3	30 Nov 08-23	17	1	12
TOT /Shrimp culture	Workforce	Depot extension facilitator	1	19-22 Jan	13	1	14
Sample Selection techniques	Management	Depot extension facilitator	2	Feb	11	1	12
Improved Farming	Productivity	Smallholder Farmers	534	Jan-Mar	1577	73	1650

d) Promoting a market for Screened PL

The prevalence of White Spot Syndrome Virus (WSSV) is a major cause of the high mortality rate in shrimp, resulting in low productivity of shrimp farming in Bangladesh. To address this problem, PRICE/WFC (GHERS) has taken the initiative to promote the supply and stocking of shrimp post larvae (PL) that have been screened for this disease, for its group member-farmers. GHERS has facilitated the establishment of a linkage between its partner depots and the hatcheries that can supply virus-free tested PL. With the assistance of WFC, the depots have taken the initiative to ensure the supply of WSSV-tested PL for farmers. This includes collecting orders from farmers, compiling and placing the same to hatcheries, receiving the delivery of tested PL from hatcheries, transporting baby shrimps to the depots and then distributing the PLs to the respective farmers.

To ensure hatchery access to testing facilities WFC has signed an agreement with Pranti, a polymerase chain reaction (PCR) laboratory, operating in Cox's Bazaar. Pranti is the only private PCR laboratory in the country, with the capability to test for WSSV. As per the agreement, signed in February, Pranti will test the PLs at different stages of hatchery operation and certify the PL as virus free prior to delivery to the farmers. Pranti will be provided with technical support and technical staff by the PRICE/WorldFish Center for carrying out the PCR tests. As per schedule, the group members will start stocking the screened PL at the end of April 2009. Other factors remaining constant, we expect a 20% increase in shrimp farming productivity from the use of screened PL alone.

e) Contract farming initiative

Improved shrimp farming is often capital and technology intensive. Success depends on a number of factors, such as entrepreneurs' technical & managerial skill, access to quality PL and other inputs, access to technical know-how and farming knowledge, etc. Individual

smallholder farmers are often unable to adopt improved farming practices because of lack of knowledge and economic capacity. One solution is bringing these smallholder farmers under organized farming systems, so as to be able to share costs, knowledge and training. In March 2009 PRICE signed an agreement with Din-Bijoy enterprise, a shrimp depot located in Bagerhat, Khulna, to provide it with necessary technical assistance in establishing a contract farming system with 1000 smallholder farmers. As per the MOU, PRICE will support the sponsor's initiative of enhancing knowledge and skill on improved shrimp farming practices for the smallholder contract farmers, while the sponsor contractor will support the farmers by providing necessary credit, ensured supply of quality PL, and will buy back the entire produce at actual market price. Besides capacity development of 1000 micro entrepreneurs, the initiative aims to increase the productivity of the shrimp farmers by approximately 14%, from 175 kg to 200 kg per acre in the first year of operation. If this pilot experience proves successful, PRICE will take the initiative to replicate the model in other regions of the country in order to enhance the competitiveness of shrimp production.

3.1.2 Fin-Fish

The Fin-fish subsector mainly caters to the demand of the domestic market of Bangladesh and is especially important because it supplies around 60% of the nation's total intake of animal protein, higher among the poor in the rural sector. Low farm productivity and inefficient access to market for the smallholder farmers are the two key issues in this subsector. The primitive farming methods and the accelerated growth of stocking genetically corrupted spawn (due to inbreeding) are the main challenges to enhance farm productivity. In the market access front, lack of scale and fragmented value chain are the key bottlenecks. To ground-truth its strategies and interventions, PRICE conducted a stakeholder workshop for the fin-fish subsector on August 4th, at Washington Hotel in Dhaka. The workshop was attended by key industry players, SME entrepreneurs, renowned aquaculture specialists, representatives from Bangladesh Frozen Food Associations, BSFF, Ministry of Fishery and other relevant GOB agencies like DOF and EPB. After analyzing the findings of this and other discussions with stakeholders, PRICE set its strategies to address the underlying issues impeding the growth of the subsector through targeted interventions. In order to accomplish greater outreach and sustainable impact, PRICE chose mainly to work with farmers and traders' associations, as well as with NGOs working for the development of the subsector. Accordingly, during the reporting period PRICE signed MOUs to improve the competitiveness of six associations or NGOs, which altogether represent more than 2500 member farmers, as well as with one hatchery and two feed companies. MOUs with an additional seven partners in the Dhaka, Khulna and Bogra areas are currently being finalized.

PRICE interventions for enhancing the competitiveness of the fin-fish subsector during the reporting period include the following:

a) Improved farming practices

In order to introduce improved farming practices, PRICE signed agreements with five fish farmers' associations and has started the training of approximately 2450 farmers. During the reporting period 1151 farmers (including 60 group leaders) were trained, of which 278 were women. Details are furnished below:



- **TFFS** (Trisal Fish Farmers Somity): is a Fish Farmers association at Trishal Upazila, 25 kilometers away from the nearest district town, Mymensing. TFFS has 60 member farmers. PRICE signed an MOU with the association in October 2008. They received training on improved farming of carps and Thai cat fish in October 2008 and February 2009.
- **PFPFA** (Phulpur Fish and Prawn Farmers Association) is an association of smallholder fish farmers in Phulpur Upazila, also in Mymensing district. An MOU was signed between PRICE and PFPFA in Oct 2008. The association consists of 275 small holder farmers. As per the agreement, 251 smallholder fish- farmers received training on improved farming practices during from October 2008 to February 2009. 121 of the trained farmers were women.
- **TMUS** (Trinamool Manobik Unnayan Sangstha) is an NGO in Shathia Upazila of Pabna district. TMUS is involved in rural livelihood and entrepreneurship development activities in the locality. It has established a fin-fish hatchery. The NGO also has mobilized an association of smallholder fish farmers in the area. The number of members in the association is 465. PRICE signed the partnership agreement with TMUS in Oct 2008. A total of 720 farmers were trained on improved fish culture during from January to March 2009, of which 126 were women.
- **RDF** (Rakhaing Development Foundation) has mobilized an association of fish farmers of ethnic Rakhaing origin in Borguna district of Southwest Bengal. RDF has approximately 500 members. An agreement of joint cooperation between PRICE and RDF was signed in November. As per the contract, PRICE arranged training for 60 farmers on improved farming practices, of which 31 were women.
- **SSS** (Society for Social Services) is a leading NGO with work areas in 27 districts of Bangladesh. It has mobilized about 1,180 smallholder fish farmers into groups and assists them in farming. It has a big micro-credit component. A partnership agreement between SSS and PRICE was signed in February 2009.

This partnership has particular potential because of the complementary roles of PRICE in providing technical assistance, and SSS, credit.

b) Increasing farmers' access to quality inputs

For increased productivity, farmers' access to quality inputs like feed and seeds are extremely important. In order to enhance the access to such inputs, PRICE initiated a *Farmer's training on joint procurement of inputs and services*. Under an agreement with the farmers' associations, PRICE facilitated the training for 700 farmers on joint procurement of inputs and service. 286 of the trained farmers were women. The detail of these training activities is furnished below:

Association	Number of Events	Date/ Time frame	Participants		
			M	F	Total
PFPFA	2	19 Dec 2008 & 12 Feb 2009	38	62	100
RDF	9	30 Jan-27 March 2009	316	224	540
TFFA	1	17 Feb 2009	60		60
Total	12		414	286	700

Improving the capacity of seed traders

PRICE signed an MOU of collaboration with a fish-seed traders' association viz. Digherkanda Mostapona Bebohashi Kollan Bhohumuki Somity (*DMBBS*) in Oct 2008. The members of the associations sell their products at Digarkanda Bazar near the Bangladesh Agriculture University, Mymensing. These traders procure spawns, fries and fingerlings from all over the country, stock them in their respective ponds and market the products through a vibrant fish seed market owned by the association members. PRICE arranged multiple training events on improved seed nursing, handling and transporting technique for all the members of the association.

PRICE also arranged an exposure visit for the members of DMBBS to a more organized and coordinated fish seed market at Jessore. Thirty two fish seed traders from the Mymensing area participated in the study tour and got the opportunity to acquire first hand knowledge on the coordination and management techniques between hatcheries and nurseries. This will help enhance the capacity of the Digarkanda fish seed market to serve thousands of fish farmers with quality fish seed and diversified varieties.

Increasing the efficiency of fish feed formulation

Quality Feed Limited: Quality Feed Limited is a leading fish and poultry feed producing and marketing company in Bangladesh. PRICE signed an MOU with QFL in October whereby PRICE will provide assistance to QFL for enriching the nutrient value of their

fish feed, using mostly local ingredients in a cost effective manner. PRICE expects that this initiative will enhance the access to improved feed for tens of thousands of fish farmers, improving their feed-conversion ratio and thus enhancing the competitiveness of the sector. As it proves to be successful, this initiative will be extended to other regions and players in the sector.

Bangla Fishgen: PRICE signed an agreement with Bangla-Fishgen, a hatchery producing organic monosex tilapia fries, in February of 2009. As per the agreement, PRICE will arrange technical assistance for the hatchery to improve its productivity. PRICE expects that Bangla Fishgen will be able to produce 16 million high quality organic monosex tilapia annually, facilitating the access of farmers to improved tilapia seed.

c) Increasing farmers' access to inbreed-free spawns

Expansion of aquaculture in the 80s dramatically increased demand for fry and fingerlings coupled with declined supply from nature due to destruction of breeding, nursing ground and natural habitat. To overcome the scarcity of fish seed supply, hatchery technology expanded in the country and reached its peak in the mid 1990s. Bangladesh now has roughly 900 plus fin fish hatcheries, dealing with approximately 24 fresh water fish species and producing over 250,000 kg of spawns annually.

Initially, the fish seeds coming from hatcheries were doing well in terms of growth and feed efficiency. However, within a decade or so farmers started experiencing a decline of fish growth and lower yields per unit area using hatchery produced seeds, compared to those using natural seeds. Fish biologists and researchers soon discovered that the cause of this decline in growth was an inbreeding problem.

Typical inbreeding is the cross of biologically close relatives, which causes the corruption of genetic lines.

Inbreeding has become a major bottleneck for the growth of aquaculture in Bangladesh. Fish biologists estimate that using genetically corrupted seeds may cause 5-10% inferior growth of fish in successive generations. In hatcheries, the careless interbreeding between brother and sister fish, repeatedly done in successions, created a problem that still exists today.

This phenomenon is rare in the wild, as thousands of males and females take part in community breeding during breeding season and the weaker individuals eventually perish. To overcome this problem, using of natural broods is suggested. However, it is practically impossible to harvest thousands of broods from the wild and transport them, still alive, to the hatcheries. Also, it is suspected that natural broods of carp species, the most popular culture species of indigenous stocks, are also of poor quality, mainly due to the shortage of species in the rivers and hatchery fish being carried to rivers by flooding. The Halda river stock in Chittagong is recognized as the only available stock in the country confirmed to be free of inbreeding. Therefore, if seed supplies are brought from Halda and reared to

broods in confined conditions, and if these raised broods are subjected to artificial breeding, then inbreed-free fish seeds may become available.

PRICE initiatives for indigenous species. PRICE has created awareness among different stakeholders about the detrimental effects of inbreeding. PRICE motivated them to use inbreed-free healthy seeds, albeit at higher prices. PRICE is providing assistance to partner hatcheries in procuring natural seeds from the Halda River and is taking the initiative to train hatchery technicians on brood development and maintenance of broods after artificial breeding, to keep them free from contamination and disease. PRICE has assisted linkages to Halda River spawn sources to hatchery owners of TFFS in Trisal, to procure inbreed-free natural fresh water fish seed sources. PRICE also has arranged a study tour to the Halda River area for leading members of the same association (TFFS). It is expected that when different species of fish from the Halda River will be raised to brood level by hatcheries, and these broods are used repeatedly in years to come, inbreeding problem will decline gradually.

Initiative for exotic species. Getting rid off inbreeding problem in exotic species is more difficult than that of indigenous species. Since the roots of the exotic species do not exist in the country, they must be brought from their source of origin. Most exotic carp species are of South East Asian origin and were imported through Thailand and other countries in the region. Therefore, inbreed-free exotic carp species should be imported again from Thailand, Vietnam or China. PRICE is hoping to organize a trip with hatchery operators to one or more of these countries, so they may consider importing inbreed-free exotic carp species from abroad. PRICE will also facilitate the necessary linkages to make these imports possible.

d) Farmers' increased access to finance

Improved access to finance can increase productivity and competitiveness. TMUS, one of PRICE's aquaculture partner, extended microcredit loans to 67 of its member, smallholder finfish farmers, to invest in finfish farming and improve their farm practices. Out of these 67 microcredit recipients, 11 are women. They received BDT 3,000 to 15,000 per farmer. The farmers are using the money for finfish as well as for prawn (Galda) farming. TMUS has decided to extend the micro-credit facilities to more association members.

3.2 Leather Products

Leather and leather products are important export oriented industries in Bangladesh. In terms of export revenue its current ranking is fourth in the country. During the 2007-08 fiscal year the country earned USD 463 million in exports from this sector, disaggregated in crust and finished leather (284.4 million), footwear (169.6 million), and other leather products (8.87 million). Despite the widening global recession and the sharp fall of prices and demand of the finished and crust leather, the export of footwear and other leather

products has increased significantly: over 20% in footwear and about 100% in hand bags and other leather products during the first nine months of the 2008-09 fiscal year, compared to export figures in the same period of 2007-08. The sector demonstrates an enormous growth potential and has strong SME linkages, with over 90% of value addition from local sources. 800,000 people and 2,500 SMEs are believed to be participating in the value added activities within the industry. The opportunities for pro-poor impacts in this sector are significant, given the level of participation of women, youth and ethnic & religious disadvantaged groups (e.g. *rishis*).

As an export-focused industry, quality and social and environmental compliances are key issues for enhanced market access for leather products. On the supply side, however, the issues are the availability of skilled hide flayers, sewing and cutting operators, as well as using improved storing and processing equipments or techniques.

In August PRICE conducted a stakeholders' workshop to obtain inputs on productive interventions in the sector. The workshop was attended by key industry players, SME entrepreneurs, renowned leather sector specialists/academicians, representatives from donors, the Leather Goods and Footwear Manufacturers and Exporters Association of Bangladesh, BLSC and representatives from the Ministry of Commerce and other relevant GOB agencies. As per the inputs of the stakeholders, PRICE set its immediate as well as long-term strategic interventions and implemented the same as follows:

a) Hide Flaying Campaign

Over 500,000 of cows are slaughtered in Dhaka city annually, 20-30% of which are slaughtered during the festival of *Qurbani*. These hides are either exported as raw materials, or are used as the main input in finished and semi-finished leather products. Owing to improper flaying practices, these hides are of low quality and thus earn reduced prices in the final market. In efforts to improve quality of hides, PRICE arranged an awareness campaign and training workshops for butchers just before the *Qurbani* festival, which ran 20 November to 8 December, for 19 days.

To communicate with amateur flayers, workshops were conducted in the slaughterhouses and road shows were conducted in the cattle *haats* and places where crowds gathered. The butchers in most cases are not skilled and are not aware of the importance and value of proper flaying.

Demonstration workshops and presentations were conducted in the ten busiest slaughterhouses, namely, Kaptan Bazar, Mirpur 11, Mohakhali Kacha Bazar, Hazaribagh, Mohammadpur Krishi Market, Mohammadpur Town Hall, Lalbagh Kellar Mor Bazar, HATirpul Bazar, Mirpur Shahid Budhijibi and Nababganj. The demonstration was followed by a



power point presentation, a question and answer session, and distribution of folders and manuals. 539 flayers and slaughtering assistants received information and training through the workshop.

Another way to reach the highest number of target groups is by visiting the cow-*haats* (temporary cattle market established before *Qurbani*). These markets become a meeting place for all kinds of people who are involved in activities related to slaughtering and flaying and in the coming year that can be one of our contact points to reach the target group. The road shows were conducted for five days in 15 cattle-*haats* divided in three zones around the area of Uttara, Khilket, Banani, Gulshan, Badda, Mohakhali, Rampura, Gabtoli, Indira Road, Mohammadpur, Shamoli, Kalyanpur, Agargaon, Dhanmondi, Kawranbazar, Azimpur, Jatrabari, Khilgaon, Mugda, Basabo, Tejgaon, Hazaribagh and Kamalapur.

The road shows were also conducted in places like bazaars and tea-stalls. The activities included *baul* song performance and distribution of leaflets. The lyrics of the *baul* songs communicated the message about the efficient slaughtering and flaying and the benefits of following that method. Each of the three zones had six *bauls* performing for the road show. Nine songs were composed for the road show, and two or three songs were sung in every spot by turn. The reason behind choosing *baul* song is that this kind of song is very popular among the class which the butchers generally belong to. It also makes it easy to grab the attention of the surrounding crowd.

During the last part of the road shows a total of 100,000 leaflets were distributed among the attendees. The leaflets explained the correct way of flaying and the benefits from applying the right method.



“Nobody has ever trained us like this before. This training will be helpful for us, as leather is a valuable national asset. From now on we will work more carefully. If the skin is damaged during flaying, its selling price becomes lower. That brings us lower profits.” — Training participant Omar Faruq

b) Developing skilled shoe sewing & cutting operators

Training at Bhairov Training Centre (BTC)

In the August stakeholders' workshop, several participants, particularly the footwear processors, concluded that one of the major capacity constraints in the leather sector was lack of available skilled workers, time and resources required to train new workers and the high turnover among the existing workforce. Apex, having the largest in-house production facility, was in need of 500 new workers every month to meet existing and new orders. Under an MOU signed between Apex Adhelchi Footwear and PRICE, skill training for 300 workers started in November 2008 and went through February of 2009. The three months long course trained 271 women and 29 young males. This was a cost-sharing initiative where PRICE contributed 56%, covering the cost of an international technical expert, training supervisors and trainee allowances, while Apex contributed 46% covering the cost of materials and relocations. Participants came from the area of Bhaterchair, Belabo in the Narsinghdi district. As per the MOU, the trained personnel would be offered jobs at Apex Adhelchi Limited.

The training was offered appointing a service provider named Bhairov Training Centre (BTC), located in Belabo, Narsinghdi. The center had a previous experience of training 700 women and young males for Inani Footwear under a CIDA-funded project, LEIC (Local Enterprise Investment Centre). PRICE approved the previously developed training module and lesson plans to train its 300 participants, selected jointly by Apex and BTC. BTC hired Mr. Ranjit Mukherji, an Indian technical expert for conducting this training event. Mr. Mukharji is a resident of the Indian state of West Bengal and a native Bangla-speaker. He has long experience in footwear production and export operation in reputed Indian companies, viz. Taj Group, Tata Export, Farida and Farida etc. He also worked as footwear production trainer in Apex Adhechi and other footwear manufacturing companies in Bangladesh.



The training was regularly monitored by PRICE to check the workability of the machines, the selection and attendance of the trainees, and the duration of the training. The trainees were awarded a certificate of participation in a ceremony, after completing an evaluation exam.

Fifty-five of the trained women joined Bangladesh Footwear Ltd. at the end of March, and other trainees are scheduled to be hired by Apex soon.

Training at Technical Training Center (TTC), Tangail: A public-private partnership was established between



PRICE, Apex, and the Bureau of Manpower, Employment, and Training to train some 3,000 poor women and young adults. The training started on March 1, 2009 and 75 trainees are likely to be graduated at the end of April who would be immediately hired by Apex. This initiative is hoped to lead to the creation of a sustainable, inclusive training institution for the industry.

The trained graduates from the center, women and young adults, are expected to render their services to leather goods and footwear manufacturers, traders, exporters and other actors across the value chain.

c) Strengthening Bangladesh Leather Service Center (BLSC):

Bangladesh Leather Service Center is a corporate component of the Leather Sector Business Promotion Council (LSBPC). It started operations in March 2006 with an office at the Bangladesh College of Leather Technology (BCLT), Dhaka, and offers various services to the leather industry, including training of workers and testing and certification of products and processes for the tanning, footwear and leather products industries. The International Trade Centre (ITC Geneva) and the Government of Italy are providing the funding support to BLSC to upgrade quality testing services that will permit national and international certification, training of operators and trainers, support design and development, as well as to improve international market intelligence and marketing.

BLSC and ITC were instrumental in obtaining international accreditation for the BCLT testing lab, for 18 chemical and physical tests for leather and leather products, from the National Accreditation Board for Laboratories (NABL) of India, which is a member of the International Laboratories Accreditation Cooperation (ILAC). Previously, if international accreditation was required to comply with the requirement of international buyers, the leather product had to be sent to India or another country, representing a significant outlay of time and money for the Bangladeshi entrepreneur,

In March 2009 Mr. M. A. Maleque, CEO BLSC and Mr. Giovanni Dadaglio, from ITC, Geneva met with PRICE to discuss ways to work jointly for the development of the leather sector, and agreed to move forward in the following areas:

- Promote the demand for the BCLT lab services. PRICE would provide assistance to develop promotional materials and arrange awareness workshops for local entrepreneurs, educating them on the capacity and utility of BCLT lab testing services.
- Increased access to finance for SME entrepreneurs. BLSC has been providing assistance to some entrepreneurs in order to increase their access to institutional finance. PRICE offered to support the initiative by holding lender-borrower workshops, assisting the entrepreneurs in writing business plan, etc.

- Supporting the participation of SME entrepreneurs in international fairs. In October 2008, 14 SMEs joined the first ever Bangladeshi pavilion in the MIPEL leather fair in Italy, one of the most important international events of the industry. With support from ITC, BLSC arranged the visit of a team of designers from Italy to facilitate and prepare would be participants. BLSC is seeking PRICE's assistance to help continue the entrepreneurs' participation at the fair for at least two more years.
- Skill enhancement training. PRICE has offered to support BLSC in their initiatives for skill enhancement training for operators and supervisors.

d) Promoting a market for specialty hide preservative

More than 60% of total exports from the leather sector in Bangladesh still come from export of crust and finished leather, with footwear and non-footwear leather products increasingly achieving a higher stake in export earnings. For this sector to grow and emerge as one of the leading export earning sources it is important to improve the collection, preservation and processing of raw hides.

PRICE intervention in proper flaying in 2008, on the eve of *Qurbani* festival, made a positive impact in the hide collection process, but it is also important to improve initial preservation of raw hides so as to be able to develop higher quality crust and finished leather.

Microbial degradation of animal hides and skins begins immediately after slaughter, when the enzymes that are naturally present in live animals remain active on the slaughtered hides. Micro-organisms in the air, water and sea-salt also affect the hide quality. In Bangladesh 100% of hides are preserved using sea salt, whereas in India, Nepal and all over Europe, it is preserved with rock salt. Due to the poor quality of anti-bacterial agents in sea salt, cattle-hides from Bangladesh lose their fresh look and develop red, purple and salt spots, leading to lower prices in the final market.

For this reason, PRICE is working to design and implement an intervention to facilitate the formulation, production and marketing of a specialty preservative for raw hides, which can improve their quality and the grading of leather during the export process.

3.3 Horticulture

The horticulture sector contributes to approximately 3.6% of Bangladesh GDP. Economic growth, rising incomes, and urbanization have led to a growing domestic demand for fresh fruits, vegetables and spices that vastly exceeds current supply, making Bangladesh a net importer of horticultural products. Some 10 million farmers participate in the value chain, and significant growth opportunities exist for processed fruits and vegetables on the

domestic market. High quality spices have only very recently begun to tap the market and the demand for Bangladeshi frozen vegetables in key export markets greatly exceeds the country's supply capacity. This growing gap between demand and supply for Bangladeshi horticultural products presents enormous opportunities to expand production, generate income and create jobs throughout the value chain. PRICE is working to improve the domestic supply and export potential of key products that are in high demand by identifying constraints throughout the value chain that impede growth. Quality certification, social and environmental compliances as well as productivity are the key issues in this sectors.

In August 2008 PRICE conducted a stakeholders' workshop to identify constraints to the growth of the sector and possible courses of action. These and other meetings with key industry players from the private, public and academic sectors led PRICE to initiate interventions in the following areas:

a) Capacity development and improved farm management practices

Contract Farming. Contract farming is a powerful tool to convert the weak and fragmented supply chain into a strong integrated value chain. PRICE is supporting (by sharing the cost of training supervisors) a contract farming initiative with Konika Seed Company to produce potato and vegetable seeds in the Chuadanga district in what is called a nucleus-estate model. Konika works with 65 farmers in 55 acres of land, in addition to its own 5 acres for producing potato seeds. The company also works with 27 vegetable seed growers in 18 acres, along with an additional 5 acres owned by Konika itself.

Contract Farming is an arrangement between farmers and a sponsor contractor, under which the sponsor provides farming support to the contract-growers and, in turn, the farmers agree to sell their produce to the contractors at a negotiated price.

The contract farmers get the following supports from the sponsor Konika Seeds:

- Access to quality inputs. Konika ensures the supply of quality planting materials, fertilizers, pesticides and other necessary inputs.
- Access to improved farming techniques. With assistance from PRICE, Konika trained 92 farmers on improved farming techniques and the contract farming system. PRICE also supported the company in providing technical assistance, supervision and monitoring to ensure improved practices. The sponsor also established demonstration plots to ensure better understanding of the farming techniques, as well as to convince farmers about the benefits of employing better farm practices.
- Access to credit. Konika arranges credit for the contract farmers required to procure the inputs and conduct farming activities.
- Access to market: Konika purchases the full production of the contract farmers at a negotiated price.

The initiative has become very productive. During the last potato growing season the outbreak of ‘Late Blight’, a fatal viral disease for potato, was prevalent throughout the country, which significantly decreased the quality and production of the crop. But the improved farming practices instituted through this contract farming initiative with Konika Seed House were successful in producing disease-free potato seeds. The result was that 65 small-holder contact farmers were able to sell 360 MT potato seed to Konika at a very beneficial price.

Production of export grade potato

Surovi Agro Limited produces table potato for export to Sri Lanka, Singapore and Malaysia. However, barely 40% of the produce meets export standards, resulting in unmet export demand and decreased profitability. PRICE signed an MOU of joint collaboration with Surovi in September 2008 with the purpose of helping enhance the quality of the produce, as well as increasing the yield per acre. Accomplishing these goals can have far reaching consequences on potato exports from Bangladesh. The following activities were done to accomplish this goal:



- PRICE facilitated the preparation of a manual on exportable potato production. The manual is the first of its kind and can provide effective guideline to produce export grade potato to the potato farming entrepreneurs.
- With PRICE assistance, Surovi Agro provided training to 118 potato farmers (37 of them women) following the newly developed manual on producing exports grade potato. The training courses were as follows:

	Type of Training	Category	Participant's Profession	Gender		Total
				Male	Female	
1	Improved farming (TOT)	5-6 Jan 2009	Field Supervisor	6	0	6
2	Improved potato harvesting techniques	13-03 Feb 2009	Farmers	40	20	60
3	Inter-culture operation	Jan 1-Feb 10; 220	Farmers	35	17	52
	Total			81	37	118

b) Farmers' increased access to information and seeds

Farmers' enhanced access to relevant information and quality inputs is an important element for achieving higher productivity in the horticulture sector. For facilitating the development of a sustainable information system as well as enhancing the farmers' access to quality horticulture seeds, PRICE signed separate MOUs with two very renowned seed producing and marketing company, Syngenta and Lalteer Seeds Ltd. PRICE is also providing marketing support to an SME seed supplier, Abu Saleh Seeds.

Syngenta Bangladesh Limited. Syngenta is a leading multinational company in the business of seed and crop protection. They market their products through a network of 15,000 retailers and 380 distributors all over Bangladesh. PRICE signed an MOU with Syngenta in January 2009 in order to provide assistance to the training of 648 input dealers. In turn the trained dealers will provide embedded extension services and information to some 30,000 farmers on inputs and farm management practices. Each of these trained dealers will also establish a demo-plot to show the result of improved farming practices to their customers and to neighborhood farmers.

Lal Teer Seeds Limited. Lal Teer is a leading national seed producing and marketing company in Bangladesh. PRICE signed an agreement with the company in November 2008 to provide assistance in developing a training manual for the input dealers of the company. After completion of the manual preparation, Lal Teer would provide training to its 600 input sellers with support from PRICE. These trained dealers would provide their customers (about 30,000) the relevant information and embedded extension services on inputs and farm management practices. Like the Syngenta trained input sellers, each of Lal Teer's trained input sellers will also establish a demo plot to demonstrate the techniques and results of improved farming practices.

Abu Saleh Seed. Through an MOU signed in October 2009, PRICE is providing assistance to Abu-Saleh Seed, an SME seed supplier, in developing quality packaging for the range of seeds they market in Jessore and neighboring areas. It is expected that the new packaging will boost the use of quality seeds and will help the farmers acquire relevant information about the seeds and the best application procedures.

c) Wider access to buyers

PRICE is exploring the possibility of supporting visits by Bangladeshi horticulture producers to the UK, the Middle East and Southeast Asia to analyze export markets and meet with prospective buyers.

4. ENABLING ENVIRONMENT

PRICE has identified the following policies or regulatory growth issues that warrant further analysis and advocacy:

For aquaculture:

- Mandatory PL screening
- Separation of FIQC field inspections and lab testing
- Banning, if possible, all nitrofurans antibiotics in Bangladesh

For horticulture:

- Rationalizing the current export subsidy policy
- Establishing required Good Agricultural Practices
- Ensuring proper market infrastructure, such as temporary storage and loading facilities, particularly at three airports

For leather products:

- Proper testing and/or certification facilities for harmful substances such as chrome.
- Moving tanneries from Hazaribagh to Savar
- Government support for manpower training

ANNEX: PERFORMANCE INDICATORS

PERFORMANCE INDICATORS: General

PRICE Custom Indicators and Achievements					
Indicator 1	Total value of sales increased				
<i>Justification</i>	The aggregation of the increase in total value of gross sales of assisted firms in the three value chains that can be attributed to PRICE activities.				
<i>Targets US \$</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	1,200,000	14,000,000	40,000,000	84,000,000	84,800,000
<i>Achievement</i>	1,765,874	-	-	-	-
Indicator 2	Total number of full-time jobs created				
<i>Justification</i>	Full-time equivalent jobs will be defined as those equal to 260 work-days per year for non- agricultural production and 150 days for agricultural production (given the seasonality associated with agriculture work). Only new jobs will count, calculated by taking the total number of work days and dividing by 260 or 150, as appropriate. A new job will be attributed to the year in which the job originated.				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	1,200	4000	8,000	11,000	15,800
<i>Achieved</i>	852	-	-	-	-
Indicator 3	Total value of investment increased				
<i>Justification</i>	The aggregation of the increase in the total value of investment of assisted firms in the three value chains that can be attributed to PRICE activities. Investment will include loan and private equity.				
<i>Targets US\$</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	100,000	500000	1,000,000	1,000,000	1,400,000
<i>Achieved</i>	167,300	-	-	-	-
Indicator 4	Number of persons participating in USAID workforce development programs				
<i>Justification</i>	Number of persons participating in USG-funded workforce development programs, including technical and vocational programs and workforce readiness programs.				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	400	2400	4000	4000	4200
<i>Achieved</i>	853				
Indicator 5	Percentage of processing firms compliant with local labor laws				
<i>Justification</i>	Percentage of operating shrimp processing firms compliant with local labor laws as determined by a new enforcement regime supported by PRICE and industry. .				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	0%	10%	50%	75%	90%
<i>Achieved</i>	0	-	-	-	-

PRICE Common Indicators and Achievements					
Project Objective: Poverty Reduction through Sales, Jobs, and Investment					
Indicator 1	Number of firms receiving USG assistance to improve management practices				
Justification	This indicator measures the number of firms that receive USG assistance to improve their management practices (financial management, strategic planning, marketing, etc.).				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	600	1150	2000	2500	2,500
Achieved	1009	-	-	-	-
Indicator 2	Number of MSMEs receiving USG-supported assistance to access bank loans or private equity				
Justification	Number of micro, small or medium enterprises who are receiving assistance from USG supported sources to obtain bank loans or private properties.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	0	200	300	300	300
Achievement	67	67 smallholder fish farmers obtained micro-credit loan from TMUS			
Indicator 3	Number of firms receiving USG assistance to invest in improved technologies				
Justification	Number of micro, small and medium enterprises who are receiving USG assistance Firms improve their productivity, and in turn their competitiveness, by investing in new technologies.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	12,50	2000	4,000	5,000	5,000
Achievement	3647	-	-	-	-

PERFORMANCE INDICATORS: Aquaculture

PRICE Custom Indicators and Achievements: Aquaculture					
Indicator 1	Total value of sales increased (export and domestic)				
Justification	The aggregation of the increase in total value of gross sales of assisted firms in the aquaculture value chain attributed to PRICE activities.				
Targets US \$	Jan-Mar 09	Apr-Dec 09	2010	2011	2012/13
	1,250,000	6,750,000	20,000,000	30,000,000	42,375,000
Achievement	1,731,652	Over-achievement boosted especially by extraordinary harvest of fin fish, which reached up to 90 tons per hectare.			
Indicator 2	Total number of full-time jobs created				
Justification	Full-time equivalent jobs have been defined as those equal to 150 days for agricultural production (given the seasonality associated with agriculture work) . Only new jobs are counted, calculated by taking the total number of work days and dividing by 150. A new job is attributed to the year in which the job originated.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	750	3150	6,000	8,000	12,100
Achieved	25	Under achievement was due to the slow start, but we expect to reach the annual target for 2009.			
Indicator 3	Total value of investment increased				
Justification	The aggregation of the increase in the total value of investment of assisted firms in the Aquaculture value chains that can be attributed to PRICE activities. Investment includes loan and private equity.				
Targets US\$	Jan-Mar 09	Apr-Dec 09	2010	2011	2012/13
	45,000	55,000	100,000	150,000	150,000
Achieved	70,000	-	-	-	-
Indicator 4	Number of persons participating in USAID workforce development programs				
Justification	Number of persons participating in USG-funded workforce development programs including, technical and vocational programs and workforce readiness programs.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	150	1725	2425	2500	2000
Achieved	14	-	-	-	-
Indicator 5	Percentage of shrimp processing firms compliant with local labor laws				
Justification	Percentage of operating shrimp processing firms compliant with local labor laws as determined by a new enforcement regime supported by PRICE and industry. .				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	0%	10%	50%	75%	90%
Achieved	0%	-	We expect to reach the 2009 target by the end of the year.		

PRICE Common Indicators and Achievements: Aquaculture					
Project Objective: Poverty Reduction through Sales, Jobs, and Investment					
Indicator 1	Number of firms receiving USG assistance to improve management practices				
Justification	This indicator measures the number of firms that receive USG assistance to improve their management practices (financial management, strategic planning, marketing, etc.).				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	925	475	2000	2500	2,500
Achieved	1009	-	-	-	-
Indicator 2	Number of MSMEs receiving USG-supported assistance to access bank loans or private equity				
Justification	Number of micro, small or medium enterprises who are receiving assistance from USG supported sources to obtain bank loans or private properties.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	0	140	300	300	300
Achievement	67	67 smallholder fish farmers obtained micro-credit loan from TMUS			
Indicator 3	Number of firms receiving USG assistance to invest in improved technologies				
Justification	Number of micro, small and medium enterprises who are receiving USG assistance to improve their productivity, and in turn their competitiveness, by investing in new technologies.				
Targets	Feb 08 -Mar 09	Apr-Dec 09	2010	2011	2012/13
	1075	1300	3,000	3,500	3,500
Achievement	2937	-	-	-	-

PERFORMANCE INDICATORS: Horticulture

PRICE Custom Indicators and Achievements; Horticulture					
Indicator 1	Total value of sales increased (export and domestic)				
Justification	The Sales Value increased in horticulture value chain that can be attributed to PRICE activities.				
Targets US \$	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	175,000	3,650,000	6,175,000	20,000,000	20,000,000
Achievement	34,000	We expect to reach the 2009 target at the end of the year			
Indicator 2	Total number of full-time jobs created				
Justification	Full-time equivalent jobs have been defined as 150 days for agricultural production (given the seasonality associated with agriculture work) . Only new jobs are counted, calculated by taking the total number of work days and dividing by 150,. A new job is attributed to the year in which the job originated.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	125	250	2,000	2,000	2,625
Achieved	762				
Indicator 3	Total value of investment increased				
Justification	The aggregation of the increase in the total value of investment of assisted firms in the horticulture value chain that can be attributed to PRICE activities. Investment includes loan and private equity.				
Targets US\$	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	25000	75,000	120,000	130,000	150,000
Achieved	85000	-	-	-	-
Indicator 4	Number of persons participating in USAID workforce development programs				
Justification	Number of persons participating in USG-funded workforce development programs including, technical and vocational programs and workforce readiness programs.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	50	137	263	300	350
Achieved	14	-	-	-	-

PRICE Common Indicators and Achievements: Horticulture					
Project Objective: Poverty Reduction through Sales, Jobs, and Investment					
Indicator 1	Number of firms receiving USG assistance to improve management practices				
<i>Justification</i>	This indicator measures the number of firms that receive USG assistance to improve their management practices (financial management, strategic planning, marketing, etc.).				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	75	225	500	600	600
<i>Achieved</i>	0	-	-	-	-
Indicator 2	Number of MSMEs receiving USG-supported assistance to access bank loans or private equity				
<i>Justification</i>	Number of micro, small or medium enterprises who are receiving assistance from USG supported sources to obtain bank loans or private properties.				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	0	40	50	60	70
<i>Achievement</i>	0	-	-	-	-
Indicator 3	Number of firms receiving USG assistance to invest in improved technologies				
<i>Justification</i>	Number of micro, small and medium enterprises who are receiving USG assistance to improve their productivity and in turn their competitiveness, by investing in new technologies.				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	125	475	800	900	1200
<i>Achievement</i>	210	-	-	-	-

PERFORMANCE INDICATORS: Leather

PRICE Custom Indicators and Achievements: Leather					
Indicator 1	Total value of sales increased (export and domestic)				
Justification	The aggregation of the increase in total value of gross sales of assisted firms in the Leather value chain that can be attributed to PRICE activities.				
Targets US \$	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	0	3,750,000	6,250,000	20,000,000	20,000,000
Achievement	0				
Indicator 2	Total number of full-time jobs created				
Justification	Full-time equivalent jobs have been defined as those equal to 260 work-days per year for non-agricultural production. Only new jobs are counted, calculated by taking the total number of work days and dividing by 260 . A new job is attributed to the year in which the job originated.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	75	800	6,000	8,000	12,100
Achieved	65	.			
Indicator 3	Total value of investment increased				
Justification	The aggregation of the increase in the total value of investment of assisted firms in the leather value chains that can be attributed to PRICE activities. Investment will include loan and private equity.				
Targets US\$	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	30,000	370,000	700,000	900,000	1,000,000
Achieved	11,000	-	-	-	-
Indicator 4	Number of persons participating in USAID workforce development programs				
Justification	Number of persons participating in USG-funded workforce development programs including, technical and vocational programs and workforce readiness programs.				
Targets	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	500	238	562	600	850
Achieved	839	-	-	-	-

PRICE Common Indicators and achievements: Leather					
Project Objective: Poverty Reduction through Sales, Jobs, and Investment					
Indicator 1	Number of firms receiving USG assistance to improve management practices				
<i>Justification</i>	This indicator measures the number of firms that receive USG assistance to improve their management practices (financial management, strategic planning, marketing, etc.).				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	50	250	300	300	100
<i>Achieved</i>	0	-	-	-	-
Indicator 2	Number of MSMEs receiving USG-supported assistance to access bank loans or private equity				
<i>Justification</i>	Number of micro, small or medium enterprises who are receiving assistance from USG supported sources to obtain bank loans or private properties.				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	0	20	30	30	30
<i>Achievement</i>	0	-	-	-	-
Indicator 3	Number of firms receiving USG assistance to invest in improved technologies				
<i>Justification</i>	Number of micro, small and medium enterprises who are receiving USG assistance to improve their productivity, and in turn their competitiveness, by investing in new technologies.				
<i>Targets</i>	Feb 08-Mar 09	Apr-Dec 09	2010	2011	2012/13
	50	250	400	550	600
<i>Achievement</i>	0	-	-	-	-